

Team Coaching

CASE STUDY

The Team Opportunity

The client was an NGO working with people in conflict to prevent violence and build peace, providing advice, support and practical resources. The organisation restructured in 2020 and the Executive Management Team (EMT) had grown from four to seven members. At the beginning of 2021, the organisation commissioned us to design and deliver a team coaching programme with the specific purpose of setting the new team up for success, ensuring that they formed as a cohesive team, clear about their purpose and remit, as well as how to work together in a way which added the greatest value to all stakeholders.



What we did

We designed a team development journey consisting of a series of five sessions to be delivered over a seven-month period. We validated our approach in advance of the first session by conducting one-to-one conversations with individual members of the EMT and asking the team to complete an anonymous survey. The conversations and survey were used to understand perceptions of how the team were currently operating and aspirations for how they wanted to operate differently in the future in service of delivering the organisational strategy and goals.



SESSION 1

Focus on the foundations of the team.

In this first session and all future sessions, we ensured there was always space for the EMT members to connect and build trust as a team. In addition, we used this session to reach a collective view of priority areas and sequencing of key development objectives.

SESSION 2

Focus on the role and collective

responsibilities of the EMT and to reflect on

how they made decisions as a team.

SESSION 3

Responding to live issues emerging within

the team on the questions of equality between

'old' and 'new' members. We flexed our approach to respond to both what was being said in the room and what was not.

SESSION 4

An emphasis on trust as the foundations for holding one another to account.

The conversations focused on what behaviours would be observed with the team if they were holding one another to account.

SESSION 5

The fifth session was used to think about how the team could tell a compelling story

about their organisation's vision, and the behaviours that would demonstrate the team was living and breathing the vision – this was in response to feedback from wider team members, as key stakeholders in the EMT. There was also focus on how the EMT could progress their team development journey post the conclusion of the coaching partnership and measure progress.

Outcomes for the team

"Geri and Helen provided a space for the EMT to develop personal relations and understanding of one another's perspectives/ approaches/concerns and working patterns."

"It would have been much harder to work on a whole range of issues without external facilitation that was both sensitive and probing. The outcome was to deepen mutual understanding."

"The process helped to open up issues in relation to power and the perception of an old and new EMT that we were aware of but needed a framework within which to discuss and say frank things. This then enabled work to be done outside the sessions to address this."

"Having two coaches worked well – you passed the baton between yourselves well; you picked up on different issues and dynamics, you were able to reinforce one another and ensure virtual delivery worked well."

Outcomes for the organisation

The outcomes were felt beyond the team boundaries. The EMT was perceived as more cohesive, recognising the importance of speaking with one voice, demonstrating unity, and having one another's backs. Working through difficult conversations resulted in structural changes that enabled the EMT to work more effectively and intentionally as a team.

For more information or to explore working with us, contact:

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